



County of Los Angeles CHIEF ADMINISTRATIVE OFFICE

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DAVID E. JANSSEN
Chief Administrative Officer

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July 11, 2005

To: Supervisor Gloria Molina, Chair
Supervisor Yvonne B. Burke
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: David E. Janssen
Chief Administrative Officer

REQUEST TO APPOINT CONSTANCE DOYLE TO THE POSITION OF CLINICAL NURSING DIRECTOR II AT THE DEPARTMENT OF HEALTH SERVICES' MARTIN LUTHER KING, JR./DREW UNIVERSITY (MLK/DREW) MEDICAL CENTER

Consistent with the County's policies on management appointments, the Department of Health Services requests authority to appoint Ms. Constance Doyle to the position of Clinical Nursing Director II at MLK/Drew at an annual salary of \$131,665.25 (\$10,972.10 per month). This requested salary includes placement at the control point (\$115,092) of the salary range, R-13, for this position, plus a 4.0 percent nursing bonus of \$4,603.68 and a 10.0 percent MLK bonus of \$11,969.57. This item is vacant and funded in the Department's 2005-06 Adopted Budget.

The Department indicates that Ms. Doyle will have full responsibility for planning, organizing, staffing, budgeting, directing and controlling the performance of the medical-surgical and adult critical care units at MLK/Drew. In this capacity, Ms. Doyle will serve as a member of the Nursing Executive Management Team and, among other duties, will assess operational systems, activities, environment and resources for planning and identifying problems; participate in strategic planning for Nursing Services; facilitate development of policies and procedures for areas of responsibility; and monitor performance of nurse managers in the units reporting to her.

Each Supervisor
July 11, 2005
Page 2

The Department indicates that Ms. Doyle is highly qualified for this position, with extensive experience in nursing management as a nursing director, with previous supervisory and critical care nursing experience. Ms. Doyle has served most recently as Chief Nursing Officer and Director of Nursing at the American Hospital Dubai, in the United Arab Emirates, and just prior to that she served as Hospital Administrator/Chief Nursing Officer at Lincoln Hospital Medical Center, Los Angeles. Among other positions she has held, Ms. Doyle served as Director of Nursing, Critical Care and Medical-Surgical at Kaiser Foundation Hospital, Harbor City.

Based on the information provided by the Department regarding Ms. Doyle's experience and qualifications, we concur with their request to appoint her to the position of Clinical Nursing Director II at an annual salary of \$131,665.25.

Because of the critical needs at MLK/Drew, the Department is requesting to make this appointment as soon as possible. Therefore, in accordance with the policy on managerial appointments, unless our office is informed otherwise from your offices by July 15, 2005, we will advise the Department that they are authorized to proceed with the appointment effective July 18, 2005.

If you have any questions or concerns regarding this appointment, please call me or your staff may contact Sheila Shima of this office at (213) 974-1160.

DEJ:DL
SS:bjs

Attachment

c: Executive Officer, Board of Supervisors
Director of Health Services
Director of Personnel

NON-PHYSICIAN management appointMENT request

Candidate Name: Constance Doyle

Employee No.:

(Check one) NEW HIRE: X PROMOTION:

FACILITY/PROGRAM

Provide organization chart & highlight the position – *Attach electronic copy of organization chart*
See attached

Describe where the position fits into the management organizational structure:

This position will report to the Interim Chief Nursing Officer at KDMC and will be assigned to the Medical/Surgical Division.

Describe the duties and responsibilities which reflect the scope and complexity of the position:

Under general supervision, administers multiple major programs or organization areas with full responsibility for planning, organizing, staffing, budgeting, directing, and controlling the accomplishment of both short- and long-term objectives for the medical-surgical units and adult critical care units at King/Drew Medical Center. Contributes to the definition, development, and accomplishment of both short- and long-term objectives of the Nursing Department at King/Drew Medical Center.

JOB SUMMARY

Exercise an advanced, expert knowledge of management and leadership techniques. Understand nursing operations, practices, and theory. Serves as a member of the Nursing Executive Management Team. Assess operational systems, activities, environment and resources for planning and identifying problems. Participates in Nursing Services' strategic planning. Facilitates the development of policies and procedures specific for areas of responsibility and monitors performance. Promotes an environment conducive to employee satisfaction, retention and recruitment. Assist staff to achieve an environment in which all patients will be treated with the utmost compassion and respect.

JOB RESPONSIBILITIES - SUMMARY:

1. **PLANNING PERFORMANCE**
 - 1.1. Plans and manages using shared governance concepts.
 - 1.2. Participates with the Nursing Department in defining annual goals and objectives, breaking down to quarterly goals and objectives, set time frames and make a statement that objectives have been met or an exception statement.
 - 1.3. Participates in the formulation of the budget of nursing resources, equipment/supplies for the assigned areas of responsibility.
 - 1.4. Facilitates the professional development of Nurse Managers in the budget process.
 - 1.5. Assess the existing current staffing patterns for the assigned areas, and facilitates the development, implementation, evaluation of short-term and long-term staffing requirement for areas of responsibility.
2. **ORGANIZING PERFORMANCE**
 - 2.1. Reports directly to the Chief Nursing Officer regarding all matters of organization, work and related matters that involve areas of responsibility.
 - 2.2. Assist the Nurse Managers in sound decision making practices that affect the internal and external customer.
 - 2.3. Facilitates interdepartmental problem-solving.
 - 2.4. Completes responsibilities, tasks, and relationships with other disciplines of the hospital in order to effectively work together.
3. **CONTROLLING PERFORMANCE**
 - 3.1. Develops defined goals and objectives for areas of responsibility.
 - 3.2. Evaluates the quality and appropriateness of care that is rendered by:
 - 3.2.1. Establishing and monitoring standards.
 - 3.2.2. Measuring actual performance against standards
 - 3.2.3. Correcting deviation from standards.
 - 3.3. Communicates clearly all responsibilities and expectations and tasks to the Nurse Manager, assuring Nurse Manager's understanding before acceptance is obtained.
 - 3.4. Facilitates the development of an annual budget for areas of responsibility.
 - 3.5. Monitors and control costs.

- 3.6 Takes appropriate corrective action as necessary in regards to employees or expenses, either through disciplinary processes (policies, procedures and nursing standards) or through the management of costs.

- 3.6.1 Discipline is administered fairly and consistently.

LEADERSHIP PERFORMANCE

- 4.1 Encourages an environment in which decision-making is unit based, at the bedside.
- 4.2 Creates an environment that stimulates professional nurses to seek and utilize the resources available.
- 4.3 Facilitates opportunities for the development of staff through in-service and continuing education.
- 4.4 Provides direction to the Nurse Manager in evaluation and appraising the professional nurse, licensed vocational nurse, nurse assistant and clerical staff.
 - 4.4.1 Equitably evaluates the Nurse Managers for management and coordination of unit-based services.
- 4.5 Coordinates and directs the efforts of the Nurse Manager toward accomplishments of nursing services' goals and objectives.
- 4.6 Promotes and maintains communication with other disciplines of the Medical Center as well as the nursing department.

STAFFING

- 5.1 Hires, orients, counsels, and disciplines employees as indicated.
- 5.2 Assists Nurse Managers to resolve difficult staffing situations, analyze contributing factors and plans for preventing recurrence when possible.
- 5.3 Identifies issues and problems that may affect recruitment, retention, and initiates action for resolution with appropriate groups.
- 5.4 Reviews with Nurse Managers the unit absenteeism rates, tardiness rate, overtime usage, turnover rate, and provides feedback on appropriate action.
- 5.5 Facilitates the development, implementation and evaluation of staffing patterns and schedules that provide 24 hour coverage within budget allocation, for units in areas of responsibility.
- 5.6 Communicates recruitment needs to the Chief Nursing Officer.
- 5.7 Participates in the development, implementation, and evaluation of the Nursing Services annual recruitment, retention, and affirmative action plan.
- 5.8 Monitors, reviews, and evaluates census and level of care data on a monthly basis to determine number and skill mix of personnel required to provide quality care in areas of responsibility.
- 5.9 Supervises assigned personnel.

QUALITY IMPROVEMENT

- 6.1 Participates in the CQI Program by collecting and submitting requested data.
- 6.2 Identifies and implements use of systematic monitors to improve care by collaboration with CQI/RM director.
- 6.3 Utilizes organization wide reporting systems to communicate and document findings, action, and follow-up resulting from systematic monitoring and evaluation.
 - 6.3.1 Prepares monthly, quarterly, and annual quality improvement reports and annual quality improvement plan.
 - 6.3.2 Provides opportunities for staff and management input and feedback regarding criteria used in departmental monitoring and evaluation activities through quarterly and annual review.
- 6.4 Monitors unit-based resource utilization
 - 6.4.1 Provides justification for budget increases or decreases.
 - 6.4.2 Provides consultation to Nurse Managers concerning the budget process.
 - 6.4.3 Utilizes quality improvement, patient satisfaction, and risk management information to trend and forecast fiscal needs.

BUDGET ADMINISTRATION

- 7.1 Prepares prioritized and justified annual salary, capital equipment and supply budgets for areas of responsibility in collaboration with the Nurse Managers.
- 7.2 Present prioritized and justified annual salary, capital equipment and supply budgets for areas of responsibility to the Chief Nursing Officer for approval.
- 7.3 Monitors Nurse Managers' compliance with use of budget allocations.
- 7.4 Prepares annual report of budget administration cost effectiveness and cost efficiency for areas of responsibility and submits to Chief Nursing Officer at the end of the fiscal year.
- 7.5 Provides ongoing education to the Nurse Managers regarding salary, capital equipment and supply budget process.
- 7.6 Provides input/feedback to Chief Nursing Officer relative to the impact of product and system changes on the delivery of quality nursing care for patients of all age groups at the King/Drew Medical Center.

CONTINUING EDUCATION

- 8.1 Attends all mandatory annual Nursing Service in services and education programs.
- 8.2 Accepts accountability for personal and professional growth and contributes to the advancement of nursing.
- 8.3 Identifies own learning needs and seeks direction for meeting those needs.
- 8.4 Promotes an environment conducive to professional growth in areas of responsibility.
- 8.5 Serves as a teacher, coach, and /or resource person for Nursing Services in the areas of responsibility.

ADMINISTRATIVE

- 9.1 Prepares timely administrative reports and submits to Chief Nursing Officer as requested.
- 9.2 Ensures proper completion and submission of Event Notification Reports, status changes, and time cards.
- 9.3 Completes/follow-up on unit-based and/or service wide staffing reports.
- 9.4 Develops proposals, justifications and positions papers for Nursing Services as requested and submits to Chief Nursing Officer as assigned.
- 9.5 Networks with other hospitals to share knowledge and skills to promote King/Drew public relations.
- 9.6 Maintains effective communication with units and department within Nursing Services.
- 9.7 Maintains effective interdisciplinary communication.

COMMUNICATION AND COLLABORATION

- 10.1 Articulates the department's philosophy, policies, standards, and plans to other departments, all nursing personnel, and the community.

- 10.2. Demonstrates support for the departments standards by participation on appropriate projects or committees.
- 10.3. Participates in the formation of Nursing Services mission, philosophy, vision, goals, and objectives.
- 10.4. Communicates openly, effectively and constructively with other nursing personnel, other departments, and the community.
- 10.5. Keeps Nursing Executive Council and Chief Nursing Officer appraised of budgetary issues.
- 10.6. Communicates information to nursing administration and management both formally and informally.

11.

GENERIC

- 11.1. Maintains proper attendance in accordance with policy.
- 11.2. Maintains privacy and confidentiality.
- 11.3. Performs other duties as delegated by Chief Nursing Officer.

Indicate the candidate's unique qualifications, special skills or abilities, work background or experience, etc.:

Ms. Doyle has 30 years experience in progressively responsible positions. She served as a Chief Nursing Office for three different employers, five years as Director of Medical Surgical/ICU for Kaiser -Harbor City, and five years as Director of Critical Care at Orthopaedic Hospital. She also ran a 120 bed hospital in Dubai. She has a BSN, MSN and a doctoral from Pepperdine University.

Provide the candidate's résumé or curriculum vitae – Attach electronic copy

See attached

Identify highest paid subordinate reporting to this position

Name: Kathy White, (Navigant Consultant Employee) **Employee #:** **Title:**

Base Monthly Salary: \$ **Base Annual Salary:** \$ **Calculated Annual Salary:** \$

Identify management position above the position requested

Name: _Alyce Webb-Hilliard_ **Employee #:** _ **Title:** Nurse Manager_

Base Monthly Salary: \$ \$8,029.45 **Base Annual Salary:** \$ \$96,353.40

■ HUMAN RESOURCES

Certify that the position is vacant and budgeted – Attach Item Control

YES X NO

Verify current salary of the individual for whom the request is being submitted, and designate the proposed salary and percentage increase over current salary.

CURRENT BASE SALARY: Month: \$ **Annual:** \$ **Range/Schedule:**

Designate amount of proposed monthly salary based on standard 5.5 increases and/or verify that requested salary is consistent with other managers in the department.

PROPOSED PERCENTAGE INCREASE: N/A

PROPOSED SALARY: Monthly: \$ 9,591.00 **Annually:** \$ 115,092 **Range:** 13 **Quartile:** Control Point

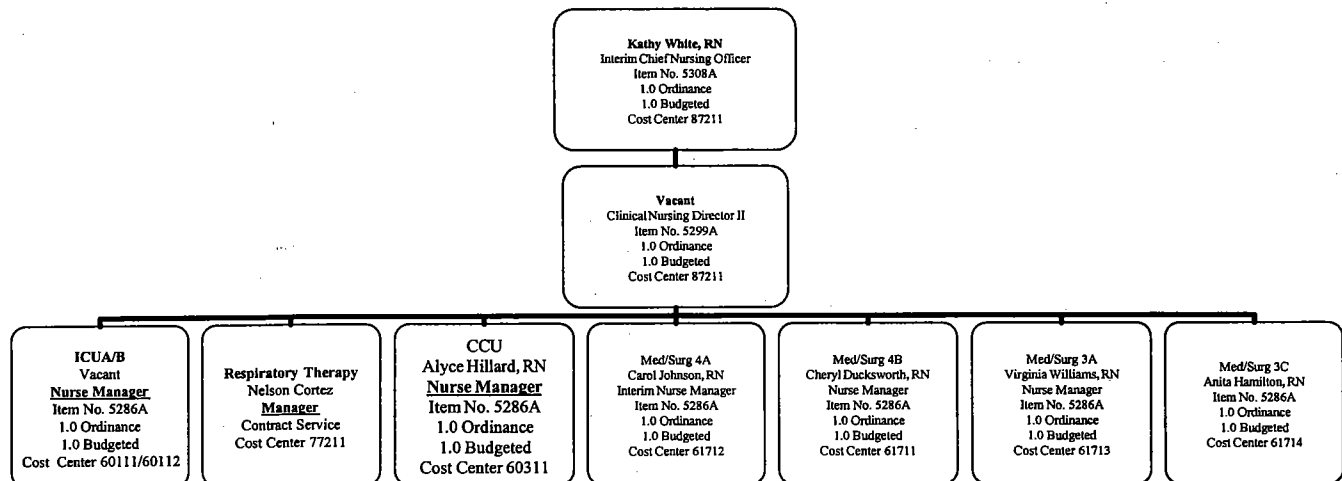
Provide listing of all internal equivalent positions within facility/program – Attach electronic copy

See attached

Verify that candidate is listed on the appropriate Certification List and is reachable – Attach electronic copy

YES X NO

King/Drew Medical Center Nursing Services Medical/Surgical Division



07/08/05

Constance R. Doyle, RN, BSN, MSA

[Home](#)

[Mobile](#)

Healthcare Executive

Entrepreneurial leadership—Process Improvement— Strategic Planning & Productivity

Highly accomplished Health Care Executive with twenty-nine years administrative experience. Effective and dedicated leader with demonstrated ability to integrate change and strategic planning into cost effective quality operations that support organizational goals. Background includes achieving profitability, improving processes for increased productivity and quality outcomes, reduction in employee turnover, standards implementation and multiple national and international accreditations.

Core Competencies

- | | | |
|-----------------------|----------------------------|-------------------------|
| • Strategic Planning | • Productivity Improvement | • Staff Development |
| • Process Improvement | • Program Development | • Accomplished Speaker |
| • Consensus Building | • Regulatory Compliance | • Acuity Application |
| • Change Management | • Operations | • Regulatory Compliance |

Key Achievements

- **COST REDUCTION**
Reduction in payroll with strategic process changes resulting in annual savings of \$1,200,000
- **PRODUCTIVITY**
Planned and implemented a varied shift schedule, allowing for flexibility and the meeting of productivity standards, reducing turnover and increasing satisfaction.

Directed the recruitment process in the international arena.
- **STRATEGIC PLANNING**
Coordinated program development including Cardiac Surgery, Dialysis, GI and Cath Lab.

Formed teams to plan and develop building reconstruction.
- **PROCESS IMPROVEMENT**
Developed a new outpatient pre-operative flow process from clinics to hospital eliminating wait times for admission.

Formed quality improvement task teams, multidisciplinary groups and staff education with physicians, along with creating a Nurse Council to address issues and provide solutions.
- **REGULATORY COMPLIANCE**
Lead JCAHO preparation process from 1993 through 2003

Directed process at Middle Eastern Hospital to achieve JCIA Accreditation 2003 with continued preparation for 2006 review.
- **QUALITY AND RISK MANAGEMENT**
Instituted changes in reporting and follow through with all potential risk reports as well as set format for appropriate indicator monitoring in all departments.

Professional Experience

AMERICAN HOSPITAL DUBAI, Dubai, United Arab Emirates

2/03 – 12/04 **Chief Nursing Officer/Director of Nursing**

- Responsible for the nursing services, Hospital Education, Infection Control and program development for this acute care 120 bedded JCI Accredited facility on the Persian Gulf in Dubai.
- Directed all aspects of delivery of care and the setting up of new services, including Cardiac Surgery, Cardiac Cath Lab, Oncology, Dialysis and the expansion of the Critical Care area. Development of programs with staff selection was instrumental.
- Reduced overtime by \$100,000/year, and supply loss from \$30,000 to \$2,000 per month
- Presented multiple healthcare topics throughout the Gulf countries for education and improvement of standards.
- Lead teams to successful achievement of JCI survey process with new 2003 international standards.

LINCOLN HOSPITAL MEDICAL CENTER, Los Angeles, Ca.

8/99- 12/02 **Hospital Administrator/Chief Nursing Officer**

- Full administrative responsibility for this 47 bed acute care facility. Role includes Hospital Administrator and the Chief Nursing Officer for a patient population of pediatrics through adults. Services include outpatient surgery and in-patient full service care.
- Lead successful completion of focus survey by JCAHO
- Coordinated clinic and hospital activities for staffing, patient processing, physician coverage.
- Set up quality indicators, utilization review, applying NCQA standards.

DESERT SPRINGS HOSPITAL MEDICAL CENTER, Las Vegas, NV

9/98- 7/99 **Chief Nursing Executive**

Assumed full responsibility for the Nursing Department of the Acute Care 250 bed facility, with capacity patient load, emergency department and OB. Over 200 plus employees

UNIVERSITY OF MISSOURI

MISSOURI REHABILITATION CENTER, Mount Vernon, MO.

2/97-9/98 **Associate Hospital Director, Patient Care Services**

Over all patient care services, both inpatient and outpatient. All services from acute medical, long term brain injured, TB center for eight surrounding states. 140 beds. Greater than 300 employees.

CONSULTANT, Los Angeles, Ca.

6/96-2/97 **Consultant and Student in Doctoral Program**

MIDWAY HOSPITAL MEDICAL CENTER, Los Angeles, Ca

9/93 - 6/96 **Associate Administrator, Patient Care Services / CNO**

CNO for this 240 bed acute care facility. Responsible for greater than 220 employees.

KAISER FOUNDATION HOSPITAL, Harbor City, Ca.

12/88-9/93

Director of Nursing, Critical Care and Med / Surg

Director of Nursing over medical/surgical and Critical Care areas. Bed capacity 250 and full responsibility for greater than 150 employees

- **SUPERVISORY AND CLINICAL NURSING POSITIONS**

ORTHOPAEDIC HOSPITAL MEDICAL CENTER, Los Angeles, Ca

12/87-12/88

Administrative Supervisor

- Just returned from Middle East: Worked as supervisor and also through registries and as Per-Diem in various Critical Care and ER units, including Harbor UCLA Medical Center.

Tawam Hospital, Al Ain, Abu Dhabi, UAE

1/86-11/87

ADON, Administrative Supervisor

ORTHOPAEDIC HOSPITAL MEDICAL CENTER, Los Angeles, Ca

1/80-12/85

Director of Critical Care, Float, ER

HARBOR UCLA MEDICAL CENTER, Torrance, Ca

6/76-10/79

Critical Care RN (CTU)

Worked the Cardio/Thoracic Unit as well as the Surgical/Trauma Unit as a Critical Care Nurse

TORRAQNCCE MEMORIAL MEDICAL CENTER, Torrance, Ca

5/75-5/76

LVN in Burn Unit

- Break in service from Harbor UCLA due to a hiring freeze and personal need to work evening instead of days in order to complete RN program

HARBOR UCLA MEDICAL CENTER, Torrance, Ca

6/73-5/75

LVN (CTU, ICU, SURGICAL FLOOR)

LVN on surgical floor (3 West), then moved to 3 WEST ICU (surgical, trauma) and alternated from there with the 3WEST CTU

Education:

Ed.D, student, (Institutional Management)
Pepperdine University

M.S., Administration

California State University, Dominguez Hills, Ca.

B.S., Nursing

New York State University, Regents

A.A. {Registered Nurse / LVN}

El Camino College, Torrance, Ca.

Specialized Credentials

- CCRN 1982-1998
- ACLS 1980-1998
- Juran TQM Training

Presentations 2003-2004

- JCIA, Muscat Oman
- Models of Nursing, Muscat Oman
- American Nursing Scope of Practice, Royal College of Surgeons Ireland, Dubai, UAE
- Malpractice and Documentation, Emirates Nursing Association, Abu Dhabi, UAE\

Current Organizational / Board Affiliations:

- New York Regents Alumni Association
- Southern Nevada Nurse Executive Council 1998-99
- American Organization of Nurse Executives 1998-2001
- Southern California Organization of Nurse Executives
- Emirates Nursing Association

California State University, Dominguez Hills

The Trustees of

The California State University

on recommendation of the faculty
have conferred upon

Constance R. Boyle

the degree of
Master of Science
Administration

With All Rights and Privileges Pertaining Thereto.

Given at Carson, California, the nineteenth day of March, nineteen hundred and eighty-four



George Santunjan
Governor of California and President of the Trustees

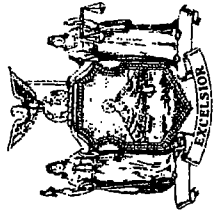
John P. Thomas
Chairman of the Board of Trustees

W Ann Reynolds
Chancellor of the California State University

Donald R. Gertz
President of the University



The



University of the
State of New York

*The Board of Regents of The University of the State of New York
upon the recommendation of the faculty representing its constituent colleges
and universities, has conferred upon*

Constance Ruth Boyle

the degree of

Bachelor of Science

(Nursing)

with all the rights, honors, and privileges pertaining to that degree

In witness whereof the Regents grant

this diploma number 32 under seal

of the University at Albany, New York.

this 19th day of June 1950



Willard A. Gennick

Chancellor of The University of the State of New York

Th. M. Cull

President of the University and Commissioner of Education